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A NONPROFIT ASSOCIATION
FOR THE
DESCANSO RANGER DISTRICT,
CLEVELAND NATIONAL FOREST

PREPARED FOR:

PROFESSIONAL DEVELOPMENT PROGRAM FOR OUTDOOR RECREATION MANAGEMENT

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ABSTRACT

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Title: A Nonprofit Association for the
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Abstract: An examination of the Descanso Ranger District's potential use of a nonprofit association reviewed four elements:
1) the need for an association; 2) the size and structure of the association;
3) the range of activities and projects of other associations; and, 4) potential problem areas.

Data were collected from approximately 75 interpretive/cooperating associations, individuals, and agency specialists with regional or national responsibilities for interpretive/cooperating associations.

INTRODUCTION

A group of citizens bands together to raise \$600,000 for a new visitor center. Another group sells and publishes books that pertain to a certain forest or park. A group backpacks in fingerling trout to help stock a remote creek; trail work on a forest is conducted by volunteers who are members of an interpretive or cooperative association.

Projects like these along with many other activities have been benefiting our nation's park and forest lands in the form of nonprofit citizens groups for many years. The oldest one (Yosemite Museum Association) began in 1920 (NPS, 1981) and new ones are being formed right now. The Forest Service became involved with its first association beginning in 1967 with the Flaming Gorge National Recreation Area; the California Department of Parks and Recreation and the U. S. Fish and Wildlife Service followed suit in 1974 and 1978, respectively.

Recreation-providing agencies at the local, state and national levels are jumping increasingly on the nonprofit organization bandwagon as one way of meeting their publics' demands for services as the struggle to make do, and in many cases, do more with less dollars continues (Appendix A). Also, public agencies have a mandate to involve their constituencies, and volunteerism, in the form of a nonprofit organization, is one way this objective can be achieved.

The Forest Service calls them "Interpretive Associations"; the National Park Service, U. S. Fish and Wildlife Service, and California Department of Parks and Recreation refer to them as "Cooperating Associations", but they are known by any number of names -

Interpretive association, cooperating association, natural history association, historical society, friends of XYZ, nature and history association, memorial association, historical association, library and museum association, parks and monuments association, museum association, nature association, parks and history association, monument association, historical and museum association, parks association, volunteer association, natural and cultural heritage association.

Basically, these nonprofit organizations (NPOs) as they are generically called by the Internal Revenue Service, are private, nonprofit, tax-exempt citizens groups. Each association is a legal entity incorporated within the state in which it operates. Most often the primary function of interpretive/cooperating associations is to support the interpretive and related visitor-service activities; they operate sales counters, publish

pertinent literature, acquire display materials and equipment for visitor centers and exhibits, support interpretive environmental education programs, support research, host seminars, conduct interpretive activities and much more.

In the Forest Service the basic authority which allows it to work with private, nonprofit associations in the interpretation of resource management lies in section three of the Multiple Use Sustained-Yield Act of 1960. Authority to use volunteers in the National Forest is derived from the Volunteers in the National Forests Act of 1972, Public Law 92-300.

Why the Study?

With the Forest Service's increasing commitment to its Volunteer Program and its desire to provide quality experiences to the people it serves, the formation of an association is a natural marriage of volunteers and of users of the national forests.

With the Regional Forester's direction to "encourage the affiliation and growth of volunteer interpretive associations," (Smith, 1983), the Cleveland National Forest has set a target to establish an interpretive association in FY 84.

The phenomenal growth of the Descanso Ranger District's Volunteer Program in the past several years of 483% coupled with the public's often heard requests for sales literature and the need to creatively meet the public's demands for quality recreation has set the stage for developing a local association. It will join ranks with the thirteen other associations in the Pacific Southwest Region of the Forest Service.

The District would like to blend the concepts of volunteer use and nonprofit associations to more fully benefit from their endeavors and to also provide more involvement opportunities in all aspects of the Service's programs and activities.

Current State

The Descanso Ranger District (DRD) consists of 270,000 acres blanketed mostly with chaparral vegetation. It is located in the southeastern part of San Diego County, approximately one hour's drive from downtown San Diego. By the year 2000 population estimates for San Diego County are anticipated to reach 2.65 million (Pryde, 1976). Use surveys have shown that 80 percent of the visitors to the DRD are from within the county. (Harrison, 1980; Hawthorne, 1980). This represents both a terrific source for volunteers and also a potentially high demand for nearby outdoor recreation resources.

The prime recreation spot on the district is the Laguna Mountain Recreation Area with 8600 acres, consisting of meadows, three small seasonal lakes, oaks and pines. The majority of the developed recreation sites are located within the recreation area. These include three family campgrounds, four group campgrounds, two picnic grounds, four self-guided nature trails, a small visitor information office, a fire station, two self-service information kiosks, one national recreation trail, and the Pacific Crest trail.

The Laguna Mountain Recreation Resources Plan (USDA, 1978) identifies three stages of development for the Recreation Area. New facilities will include a visitor center, a picnic area, 21 miles of hiking trails, three trailheads, 150 environmental campsites, and nature trails. The Greater Laguna Interpretive Services Plan (Hawthorne, 1981) expands further on interpretive needs, activities, and facilities which will be implemented as funding is available. Within these two plans are many areas where volunteer efforts could be used. (Appendix B)

Historically, volunteers have been utilized on the DRD even before the 1972 Volunteers in National Forests Act. Tom Grigery (personal communication, 1984), District Ranger from 1966-75, recalled volunteers were engaged in a variety of tasks from erosion control to general cleanup to botany surveys as early as 1963. The program was very casually run with no signed agreements or accounting of time contributed. The 1970 Laguna fire which devastated 186,000 acres within 36 hours prompted a massive volunteer tree planting effort which is still talked about today by forest visitors who participated. Prior to 1981 the volunteer program was still fairly loosely run as evidenced by sketchy files and data. The average yearly volunteer hours contributed were about 1200 hours. The following year under a new volunteer program manager, the program increased 483 percent with 12,000 hours of service contributed. Subsequent years of service have remained at about this level (Appendix C).

In 1983 a 24-hour volunteer training program was conducted for the first time for 20 interpretive service and campground host volunteers. A comprehensive orientation to the Forest Service and to the volunteer program was covered (Appendix D). Dress and behavior standards were established by the volunteers and monthly potlucks for volunteers and staff were held. In essence, the program has come a long way! Use of volunteers on the district is expected to increase; the development of the Corral Canyon Off-Road Vehicle Area and of the Laguna Mountain Recreation Area will provide many volunteer opportunities. Also, the establishment of an association will utilize more volunteers. A problem on the district is that requests by the public to do volunteer work frequently must be denied because of lack of supervisors and because many of the projects volunteers want to do (i.e. build signs, campfire rings) require supplies for which the Service does not have funds. An association could help in fundraising and volunteer management.

The State of California has identified fourteen primary recreation needs of Californians; nine of these could be met in part by an association cooperating with the DRD and at the same time it would be meeting needs of the district identified in the Greater Laguna Interpretive Services Plan (Appendix E). These nine needs (State of Calif., 1982) and the way they could be met by an association are:

1. RECREATION AREAS AND PROGRAMS THAT INCREASE OPPORTUNITIES FOR SOCIAL INTERACTION.

The Association could sponsor money-making social activities - chuck wagon dinners, square dances, hikes, etc.

2. RECREATION FACILITIES AND PROGRAMS THAT BRING FAMILIES TOGETHER.

The Association could provide programs and activities which are oriented to all age and ability levels - i.e. family nature discovery, environmental education classes, orienteering activities, and special festivals and events.

3. RECREATION OPPORTUNITIES THAT DO NOT REQUIRE LONG TRAVEL TIME.

The Association could provide programs and activities in areas of the district where concentrated visitor use occurs.

4. EFFECTIVE WAYS OF INFORMING PEOPLE ABOUT RECREATION OPPORTUNITIES.

Working with the Forest Service, the Association could develop innovative outreach programs to inform the public - by advertising on bus lines, billboards, supermarket shopping bags, etc.

5. RECREATION SKILLS TRAINING, PARTICULARLY FOR OUTDOOR ACTIVITIES.

The Association could contract with outdoor skills specialists to conduct classes on orienteering, backpacking, outdoor safety etc.

6. NATURE-ORIENTED PARKS IN AND NEAR METROPOLITAN AREAS.

Most areas of the district are accessible within one hour's drive from downtown San Diego.

7. INCREASED CITIZEN INVOLVEMENT IN LOCAL PARK PLANNING, CONSTRUCTION, AND OPERATION.

As more people join the Association and become volunteers, their knowledge of the forest and opportunities for involvement are increased.

8. INCENTIVES TO PROMOTE PRIVATE-SECTOR PROVISIONS OF NATURE-ORIENTED FACILITIES AND PROGRAMS.

The Association could contract to provide certain services such as educational classes, building of displays and graphics, publications development and design, etc.

9. NEIGHBORHOOD CASE STUDIES CONDUCTED AT THE LOCAL LEVEL TO PROVIDE INSIGHT INTO LEISURE NEEDS.

The Association could conduct or contract for surveys of forest visitors recreation preferences and needs which would enable the agency to better meet their leisure needs.

The budget for Interpretive Services programs for the past five years has been very limited and it is expected to continue at the same level. Basically, partial funding of a program manager has been the extent of program support. Obviously, an association would be beneficial.

Importance of the Study

While this paper assesses the uses of an association for the Descanso R.D., other forests and agencies will find information regarding potential problem areas and activities helpful. The paper, in general, will add to the collective body of knowledge regarding cooperating/interpretive associations.

Since more and more forests will be establishing associations to cooperate with the agency in attaining its goals, this paper will be most important to those getting ready to establish an association.

Statement of the Problem

This study will attempt to do four things:

1. State the district's need for an association.
2. Determine the size and structure of the association.
3. Study the range of activities and projects of other associations.
4. Identify potential problem areas in dealing with an association.

Boundaries

The more the researcher learned about interpretive associations and non-profit organizations, the harder it was to keep from expanding the scope of the paper. This paper will only deal with the four topics previously mentioned.

Weaknesses of the Study

The primary weakness is in the collection of the data on potential problem areas. The letter requesting information and advice often failed to elicit response except to the listing of documents requested. The letter should have been written more clearly. Ideally, if time had allowed, a questionnaire would have been the preferred tool. Data could then be standardized.

Another weakness is that not all recreation provider agencies utilizing NPOs were contacted. Due to time constraints and difficulties in making contact, responses were not received from the Bureau of Land Management, Tennessee Valley Authority, Bureau of Reclamation, or state recreation and parks departments other than California. A directory of all interpretive/cooperating associations affiliated with parks, forests and museums would be of enormous value.

Many responses, both through phone calls and letters, were answered by agency liaison people. Some responses were from board members of associations. The paper does not differentiate between the perceptions of problems as seen from the agency viewpoint and the association's viewpoint. Research on the topic of perceptual differences of problem areas would give insight into how agency/association relationships could be more effective.

LITERATURE REVIEW

Two computer searches (one conducted by Westfornet, the other by San Diego State University) revealed a glaring deficiency of research dealing specifically with interpretive/cooperating associations. There is substantial literature about non-profit organizations in general; in this area a few papers were found which identified some problem areas of associations, or more specifically in dealing with a board of directors. A manual search of related professional journals and other publications revealed several papers which detail the benefits of such associations and the various activities they engage in.

While it is not the intent of this paper to explore the pros and cons of associations, most of the papers describing activities or successful partnerships also mention benefits, so they will be referred to briefly.

Activities

Appalachian Mountain Club (AMC) volunteers have been successfully involved with various federal agencies as cooperators in backcountry recreation management since 1938. Riddell (1976) describes the activities and benefits of Project Flow, an AMC project in cooperation with the National Park Service. The AMC produced for NPS a plan which represented an integrated system for outdoor recreation activities in the Delaware Water Gap National Recreation Area. The paper reports how volunteers were recruited, how the work was done, and benefits of project. The two significant benefits identified were a strong professional relationship which developed between the AMC and NPS, and the internal one gained from the cooperation and productive sharing of the task.

Another example of successful cooperation between the same NPO (AMC) and a federal agency is described by Burnham (1979). He details the various types of projects the AMC is doing in cooperation with the Forest Service on the White Mountain National Forest. Such projects include a shelter caretaker program whereby volunteers collect fees from users of the shelters with the fees being utilized to improve the sites, for search and rescue efforts, backcountry waste disposal techniques improvements, trail building, and education programs for the backcountry user. The club has partnerships with several other agencies as it believes its effectiveness is multiplied by developing partnerships to share responsibilities of backcountry recreation management.

Richie (1979) describes in detail the history of the Appalachian Trail and the important role volunteer and the Appalachian Trail Conference have played in its development and management.

Lantz (1979) more thoroughly describes the cooperative activities of the Appalachian Trail Conference and its volunteers. He discusses the advantages of utilizing volunteer-based non-profit organizations in the outdoor recreation and management field and also their areas of vulnerability.

Thorson (1979) describes a successful NPO partnership with Wisconsin State Parks where communities have formed non-profit concession corporations. One hundred percent of the profits are used for improvements, new facilities, or support of programs in the state park where the funds are generated. Also described are the advantages of such a concept. He reports that the concession in Devil's Lake State Park (annual visitation - 1.5 million people) has turned over \$500,000 worth of capital improvements with generated profits during its years of operation.

Sontag's (1981) paper speaks specifically to the impacts and activities of cooperating associations which deal with the National Park Service and the U.S. Fish and Wildlife Service. Major areas of activities of over 60 associations which he identifies are supplying publications, publishing ventures to fill obvious gaps in appropriate literature, and donations of goods and services which support the host agency's programs. Cooperating associations can broaden the spectrum of visitor services by broadening an agency's ability to provide service.

An outstanding example of what volunteers and an association can do for an agency (Jorgensen, 1982) involves the raising of \$600,000 to help construct and equip one of the finest visitor centers in the nation. The funds raised by the Anza-Borrego Desert Natural History Association were matched by the State of California. In addition to fund raising, Association volunteers provide visitor information services, and conduct scientific research. The Association has funded a research library for the park and also publishes its own books.

The National Park Service (no date) offers a handbook full of cost-cutting strategies various park and recreation providing agencies have implemented to continue agency functions. Many of these strategies (Appendix A) were realized through the cooperation of a non-profit organization. Trends emerging as practitioners respond to complex management issues and the challenge of curtailed resources are: a more systematic and thorough search for efficiencies and economies; a new focus on long-term costs and impacts; a willingness to innovate; and, a realization of the tremendous potential for tapping community resources to meet day-to-day agency needs.

Potential Problem Areas

Literature on potential management problems of NPOs was sparse.

Banes (1975) identifies several reasons for an association's lack of success: volunteer's competence, expertise, ability and motives are seldom, if ever evaluated in relation to the task at hand; lack of training and/or orientation deters a volunteer's effectiveness and inhibits his or her development as a viable community resource; lack of understanding of the differences in operating philosophies, procedures, and practices between the private sector and the public sector; professionals seem to be reluctant to get involved or to get lay people involved in training of volunteers—professionals often voice support but demonstrate very little action; and lack of understanding of their roles, responsibilities and authority limitations. Banes contends that training of volunteers and professionals can result in a more successful cooperative effort.

Fram (1980) identifies a common problem emanating from boards as the possibility of an influential member(s) becoming overly involved with organizational operations and assuming managerial directions either overtly or covertly. It is an especially acute problem when the person(s) is a major donor to the organization.

Jacobi and Wellman (1983) discuss how public land managers faced with budget and human resource constraints are finding partnerships with nonprofit groups useful in meeting recreation management goals. Interviews with key people of five well-established partnerships (Appalachian Trail Conference, NPS; Appalachian Mountain Club, White Mountain NF; Green Mountain Club, Green Mountain NF; Adirondack Mountain Club, New York Dept. of Envir. Conservation; Potomac Appalachian Trail Club, Shenandoah NP) identified activities and potential problem areas. The activities are diverse, and include trail and facility development and maintenance, research, land acquisition, planning, search and rescue, information, education, and interpretation. Potential problem areas identified were: performance, administration, cost-effectiveness, communication and continuity, job security, competition with businesses, and political considerations.

Pratt's (1983) paper, developed to fulfill the requirements of Utah State's Professional Development for Outdoor Recreation Management Course, primarily focuses on identifying the barriers to interpretive association (IA) use by management and offers some possible solutions. Six barriers are identified: Lack of understanding of the purposes and benefits of IAs; concern with introducing competition with local markets; lack of knowledge of how to establish an IA; confusion regarding the legislation which allows for Forest Service's use of IAs; confusion concerning the "ownership" and

means of processing IA sales receipts; and the Forest Service's low regard for Interpretive Service programs. In addition, sample documents are attached including a draft of a handbook for IAs in the Forest Service patterned after NPS-32 "Cooperating Associations Guidelines."

METHODS

In this chapter methods used to obtain information regarding the four aspects of this paper will be discussed.

District Need for an Association

A meeting attended by district staff (District Ranger, Resource Officer, Business Management Assistant, Lands officer, Forester and Public Affairs Specialist) was held to obtain their input and ideas regarding the purposes for establishing an association on the district. A brief discussion of what a non-profit association is and examples of how they have benefitted other forests and parks were given. The attitude of the group was determined to be very favorable towards the establishment of an association, an important factor in the success of an association cooperating with an agency such as the Forest Service.

Project ideas for an association to become involved with were brainstormed. The many ideas generated (Appendix F) show just how beneficial an association could be in furthering the mission of the agency. Ideas ranged from producing publications to sponsoring outdoor educational classes to training and managing volunteer trail crews.

Other factors considered in determining the need for an association were the size of the volunteer program, district recreation use, nearness of population centers, potential sales markets, and district facilities.

Size and Structure

Several alternatives regarding size and structure of the association will be discussed in the next chapter. Factors in determining the alternatives are the same as those mentioned in the Needs Methods.

Activities

A wealth of information on activities was collected through the same methods used to determine problem areas. Every association promotes its activities in a variety of ways--annual reports, newsletters, publications, membership brochures, news releases, to name a few. To show the range, activities were placed into major categories.

Potential Problem Areas

Data to identify potential problem areas was collected using three methods. A mailing list of 166 interpretive/cooperative associations was compiled from various sources. It was impossible to include all associations of this nature since no directory exists which lists all those dealing with recreation-providing agencies. A letter (Appendix G) was sent to associations requesting information regarding problems, advice to someone just setting up an association, activities their association engaged in and a variety of supporting documents. As information came in through the mail, it was recorded on a list (Appendix H) which categorized the type of information received. Materials were then placed by category in notebooks. A form was developed to more easily break down the needed information regarding problems, activities and advice (Appendix I). The completed forms were also placed in a notebook.

This non-response in some cases was followed up with a phone call to obtain any advice or potential problem areas to be aware of. In addition phone calls were made to agency specialists with regional or national responsibilities for interpretive programs or cooperating/interpretive associations. This information was recorded on the same form (Appendix I) used to break down information and assisted in guiding the phone conversation. The use of a personal phone call to obtain the needed information worked best, but was extremely time consuming since the average call lasted approximately 30 - 45 minutes. However, it is a very costly method for collecting data without the use of an FTS or similar line.

The third method of gaining insight into potential problem areas was a survey of relevant literature. Several sources provided some information, but the bulk of information on this topic came from contacts with associations and the various agencies.

DISCUSSION

The discussion section will capsulize data received on need for an association, methods of forming an association, range of activities and potential problem areas.

District Need for an Association

Information obtained from the approximately 75 associations which responded (Appendix J) revealed many reasons for having an association, however this topic is outside the scope of this paper. The DRD's need for an association is basically four-fold as derived from district input:

1. publications - sell, distribute, produce
2. volunteers - utilize their services better and get them more involved with FS (Forest Service) programs
3. equipment and supplies - purchase items which will enhance/support various programs and projects
4. educate the public about the Forest Service

The establishment of an association is a target for FY 84. Visitor use data, the proximity of large population centers, and the tremendous growth in the districts Volunteer Program are all factors which support the district's belief that it is time to establish an association.

While no fiscal support for an association exists, district support is available in terms of functional expertise and advice. The district public affairs specialist will be assigned as the Forest Service liaison with the association. Her expertise in publications, volunteer management and interpretive services should prove helpful to the newly formed association.

Objectives for the association based on 1666 & 1830 manual direction are:

1. publish/sell/distribute literature and other educational items
2. use volunteers (individuals and groups) in support of various programs
3. further the understanding of FS management and the development of the National Forest System
4. improve/expand service to the public
5. acquire materials and equipment for use in interpretive, educational, and public service functions
6. aid in preservation of objects or documents important to the FS.
7. promote and support publication research
8. primarily educational

Size

Associations range in size from as few as three members to several hundred. Depending on an association's goals and objectives, the three member association can be just as effective as one comprised of many members. In the case of the three member association, its primary goal was to provide literature for sale in park outlets.

Closed membership consisting only of a board of directors can be very effective since there is only a small number of people to deal with. Time and money does not need to be spent in providing membership services such as newsletters, social activities, etc. A board of directors will range from 3 to 15 people; 7 to 9 member boards seem to be the most common.

Several disadvantages in having a closed membership are evident. With so few people involved, there is no opportunity for lots of public involvement which can be beneficial for the agency and for the public as it offers people a chance to gain a better understanding of agency management practices and activities, and also provides the agency with some creative input and enables it to become more familiar with its publics' needs.

There is also a greater possibility of director stagnation and/or inbreeding. Involvement of few people in the association's business would indicate that few people outside the organization would be familiar with their activities and goals. There would be limited input, no 'new blood' which would generate change. Board members might tend to serve year after year which could lead to stagnation. Inbreeding would be the result of board members recruiting new members whose backgrounds and philosophies are similar to their own (no waves created) or the same board members would switch responsibilities by rotating the various offices, again, no new blood.

Association membership comprised of many members, known as open membership, seems to be more common than closed membership. Open membership associations are governed by boards of directors with the same size range as those with closed membership. In addition, there will often be advisory boards and committees established as needed.

Open membership associations offer involvement opportunities to their members. People can get involved in working at the sales counter, doing trail work, mounted back country horse patrol, conducting interpretive programs, restoration work, producing a newsletter, and many other activities. The possibilities are limited only by imagination and the purposes for which an association is established.

Associations with open membership have a large pool of volunteers to draw from; many on-the-ground activities can be accomplished. Of course,

many members often choose to be involved only through providing financial support, but open membership allows a person the choice of determining the extent he/she wants to get involved.

Some disadvantages of open membership are the added expenses of overhead to produce newsletters, do mailings, provide membership certificates, provide training, etc. Too many people involved may result in too many ideas of what the association should be doing, this could result in more time spent in meetings, factions being created, and general discordance. Well-defined objectives and a strong active board can reduce the likelihood of this occurring.

Structure of an Association

It was unanimously agreed by agency and association representatives that the establishment of an association requires lots of time, dedication, and perseverance on both the agency's part and those people interested in establishing one. It can take anywhere from one to three years to have all the IRS paperwork completed and accepted, and this is just one aspect of the procedure.

Research showed that associations are established based on the size of the geographic area they serve.

- A. Single-unit - an association which serves one particular park/forest unit.
- B. Multi-unit - an association which serves several forests/parks within the regional area. Can be intra- or inter-agency oriented. Loomis Museum Association serves Lassen National Forest and Lassen National Park.
- C. Amalgamation - an association which serves many parks/forests/reserves located in several states or in a specific region of the country. Can be intra- or inter-agency oriented, i.e. Southwest Parks and Monuments Association serves 50 NPS, FS, and FWS units throughout the Southwest.

Single-unit associations work well if there is strong local interest and support from citizens in a particular unit.

Multi-unit associations work best to meet the needs of several units (within the same agency or different agencies) which may be too small, not have enough local support, or are too remote to be successful as a single-unit association. Units within the multi-unit association are often united by their proximity to each other and/or by shared visitation.

Amalgamated associations offer a large, already established entity to those units needing to be affiliated for a variety of reasons. Units wishing to maintain their identity based on their unique features and/or opportunities might do best as a member of a multi-unit association, or if possible, as a single-unit association. One way of getting started and to 'test the waters' is to join a multi-unit or amalgamated association for several years. If it looks like the support, interest and resources are there to form a single-unit association, you will have a good idea of what it takes to keep an association going, plus the experience of sales volume, bookkeeping, etc. Several persons and associations recommended joining an established association as the best and easiest way to get started.

Three methods of forming an association were identified; advantages and disadvantages of each will be discussed as they relate to the Descanso RD's needs.

The alternatives are:

- A. Join an amalgamated or multi-unit association such as Southwest Natural and Cultural Heritage Association
- B. Join an existing association and after 2-3 years split off and form as an independent association.
- C. Form an independent or single-unit association.

Alternative A:

- (+) Reduce paperwork since association has already been recognized by IRS. Only legal agreement between association and agency needed.
- (+) Sources for sales materials are readily available.
- (+) Bulk buying by association reduces cost to satellite sales outlets.
- (+) Can get interest-free or low interest loans from association to get sales outlet established.
- (+) If sales volume warrants it, may fund part-/full-time association employee.
- (+) Quick way to get sales operation going.
- (-) The most likely amalgamated association the DRD could join is Southwest Natural and Cultural Heritage Association. There are no local multi-unit associations in the area. Other amalgamations which serve this region allow only NPS affiliates. SNCHA does not have open membership, which would be limiting to the district's objective of integrating volunteers in a wide range of projects.
- (-) Would have to abide by existing charter and articles of incorporation.
- (-) No local executive board of directors; based in Albuquerque, New Mexico.
- (-) % of generated income would go to association for overhead costs.

Alternative B:

- (+) All the same advantages as identified in Alternative A.
- (+) Several year period as part of an association would give experience, plus give a good idea whether or not a single-unit association would be successful.
- (+) Allows time to campaign, interest locals in setting up single-unit association.
- (-) All those identified in Alternative A.

Alternative C:

- (+) Have potential local interest and support (400-500 volunteers/year).
- (+) Have projects which could be worked on immediately.
- (+) Large population center proximity to district (one hour drive).
- (+) Have district support for association.
- (+) Have offers of interest-free loans from several local single-unit associations.
- (+) Great local public relations opportunity.
- (-) Large time commitment needed to get single-unit association rolling.
- (-) Need to recruit, organize board of directors.

Range of Activities

Overall, the range of activities that associations engage in is broad and varied. Common to all the associations that participated in this study were the basic activities of publications sales and equipment/supplies purchases.

The range of unique, innovative activities and projects which might be food for thought for the district's association are briefly described.

Activities are categorized according to which basic Forest Service program (Range, Timber, Recreation, Water and Wildlife) they might benefit if they were adapted to meet Service needs. Many activities will benefit more than one program, so there will be overlap. To avoid redundancy, activities will only be listed once under one program, though they may be applicable to others. The name of the association engaged in the activity is also listed.

WILDLIFE

- Reseeding degraded areas in estuary. (Southwest Wetlands Interpretive Association)
- Put up \$2500 reward for the conviction of poachers. (Glacier Natural History Association)
- Packed in trout to stock a remote creek. (Big Santa Anita Canyon Historical Society)

RECREATION

Purchased fire and intrusion alarm system for historic building.
(Fort Ross Interpretive Association)

Tree planting in historic garden. (Ft. Ross IA)

Limited edition bronze sculpture of Lewis and Clark by noted artist sold for \$1100 each to raise funds to help purchase larger than life size bronze of same subject which will be permanently placed at fort. (Fort Clatsop Historical Association)

Backcountry patrol by horse-mounted patrol unit. (Cuyamaca Rancho State Park Interpretive Association)

210 bags of cement donated, two vandalized toilets replaced, \$2000 in funds provided to repair 30 picnic tables and to help rebuild early ranger station. (Big Santa Anita Canyon H.S.)

Paid travel costs for staff to attend Western Interpreters Association conference. (Cabrillo Historical Association)

Sponsored special events to raise funds to furnish historic home. (Ft Ross I.A.)

New twist to Adopt-a-Trail program. Adoption is in the form of actual work and monetary contributions. Levels of adoption range from "Contributer"—do 100 yds. of trail work + \$100 contribution to "Benefactor"—do more than 5 miles of trail work + \$500 contribution. Benefits to program participants are one year of association membership, a certificate of adoption, and name displayed on contributor board. (Cuyamaca Rancho State Park IA)

RANGE

Special event "Embudo Canyon Recovery Day" held to repair and prevent damage done by illegal ORV use and vandals.

Multi-agency participation and 200 volunteers built erosion control mini-dams, repaired fences, collected seed, removed graffiti and litter. (Volunteers for the Outdoors)

ALL PROGRAMS

Conducts training session for volunteers. (Flaming Gorge NHA)

Private sector involvement through gift catalogue which raised \$160,000. (Glacier NHA)

Conduct field school (Glacier Institute) for adults in conjunction with local community college. (Glacier NHA)

Special committee "Friends of the Kolob" established whose funds and activities will benefit one particular area of the park. Resolution was added to official documents (Charter, By-laws?) to establish committee. (Zion Natural History Association)

A fundraising strategy being looked at is to contact CPAs so that they might suggest contributions to the association as a tax item for clients needing a write-off. (Zion NHA)

Association sponsored blood drive—good PR tool. (Cuyamaca RSPIA)

Paid for agency staff to attend interpretive skills sessions.
 (Whiskeytown Natural History Association)
 Publishes newsletter. (Loomis Museum Association and Lake States
 Interpretive Association)
 Aid park supervisor by hosting special groups and individuals
 and providing gratuities (lunches, publications, etc...)
 (Fort Laramie Historical Association)
 Arranged with Postal Service for commemorative stamp for park's
 Diamond Jubilee anniversary; sponsored 50th anniversary
 celebration. (Zion NHA)
 Obtained foundation grant to purchase capital equipment. (Lake
 States IA)
 Funded sign language interpreter for special event; paid for
 foreign language translation of brochures. (Cabrillo
 Historical Association)
 Funded scholarships for Student Conservation Association park
 assistants who worked 12 weeks in park. (Zion NHA)
 Funded research study of park visitors. (Zion NHA)
 Paid dorm rent and utilities for park volunteers. (Zion NHA)
 Raised \$600,000 in funds for new visitor center which were
 matched by the agency. (Anza-Borrego Desert Natural History
 Association)

These are just some examples of what a few associations are doing in addition to their routine functions.

Potential Problem Areas

This section relates potential problem areas and advice received from associations and individuals contacted as well as pertinent literature. Areas focused on are structure, board of directors, range of activities and general administration. The reader should review NPS-32 Cooperating Associations Guidelines for good, overall advice. Especially see Chapters 2, 4 and 6 as these deal with record keeping and boards.

Structure

Structure deals with how an association is established; there are three ways: join an existing association; join an existing association and later become an independent; form an independent or single-unit association initially.

Form a forest wide association instead of one for each district.

(Harper-FS; Whited-FS)

Units in remote areas may find it difficult to get active citizen support. (Magyar - FWS)

Units near heavily populated areas will probably find that locals have a vested interest. (Magyar - FWS)

Best to tie in with an established NPO. (Eastern Sierra IA; Harper, 1983; Ft. Frederica Assoc.)

Start small; outside involvement and community participation should evolve with needs of the group and not outpace what the organization can handle. (Mojave River NHA)

Board of Directors

The board of directors was repeatedly identified as the most critical factor in the success of an association. It is the heart of the association; a strong, active board means a healthy, active association.

Need active and diverse board with wide range of skills and knowledge and a common interest. (Harper - FS; Glacier NHA; Ft. Frederica Assoc.; Big Santa Anita H.S.)

Boards should hold regularly scheduled meetings. (Harper - FS; Glacier NHA)

Agency needs to be flexible; go with opportunities presented even though they may not meet primary objectives. (Milosch - FS)

Agency liaison person needs to act as a hurdle blocker for association. Don't put any hurdles in front that don't need to be there. (Milosch - FS)

Use staggered and limited terms of office for board positions; and ensures continuity and vitality. (NPS)

Rotate board members to permit a broader scope of knowledge and experience and to prevent over-obligation and loss of interest. (NPS)

Size of board should be uneven in number. Avoid a very large board as it may become unwieldy and may also create quorum problems. (NPS)

Orient board members to agency and unit goals and programs. Very important for new and unfamiliar members to have a complete understanding of how the association fits into total picture. (NPS; Hartley - FS)

Association should be encouraged to develop an association operational manual. Could include policies and standards, methods of operation, business forms, agency guidelines, and other material important to daily management. (NPS)

New and outgoing officers should hold a meeting to bridge the gap and to discuss old and new business. (Rafe, 1981)

Try to involve a retired FS employee on board of directors. Will have valuable insight and knowledge of the agency's goals and programs. (Harper - FS)

Don't select board members who are active in too many other organizations. They'll be spread too thin. (Lake Tahoe HS)

Very important to have one person act as a catalyst to get things moving. (Big Santa Anita HS; Clear Lake State Park IA)

Board should be representative of the community in general. (Anza-Borrego Desert NHA)

Agency staff and board turnover can result in lack of continuity. Have organized system; safe place to store records and documents. (Dillinger - CDPH)

Board members with strong personalities may try to overly influence the board. (Cabrillo NHA; Cuyamaca Rancho SPIA)
 A strong board may try to take charge of areas not in its domain. (Mojave River NHA)
 Have clear roles and functions written out to prevent confusion. (Mojave River NHA)
 Don't get discouraged by details; easy tasks (i.e. opening bank acct.) may take weeks when they should only take an hour or two. (Mojave River NHA)

Range of Activities

Don't have too broad an interest area. (Thompson - FS)
 Need a specific focus. (Thompson - FS)
 Projects should be of interest to members. (Thompson - FS)
 Members need satisfaction of seeing results. (Thompson - FS)
 Multi-function organization has greater possibility of falling apart as members with different interests might polarize around their favorite activity. (Thompson - FS)
 Keep association active by getting it involved in various projects. (N.P. Cooperating Associations)
 Have association serve more than one outlet. (Harper - FS)
 See what is in print that pertains to your area and start generating some funds. Find out what kind of market exists before investing in a major printing program or other project. Make sure it will appeal to a large audience so that funds won't be needlessly tied up. (Hawaii NHA)
 If handling sales items, need to have a good record keeping and inventory system. Need secure storage area. (Lake Tahoe HS; Anza-Borrego Desert NHA; Mojave River NHA)
 Stay on top of bookkeeping by doing it on a frequent, regular basis. (San Gabriel Mtns IA)
 How sales materials are displayed is very important. People need to be able to handle items. (San Gabriel Mtns IA)

General Administration

Public relations visibility is important.
 Maintain good media relations with frequent news releases and contacts. (Glacier NHA; San Gabriel Mtns IA)
 Liaison person needs to be a diplomat and a 'people' person. (NPCA; Murfin - NPS)
 Association newsletter is an effective way to keep members informed. (NPCA)
 Strive to make it feel like a family. (NPCA)
 Association needs agency commitment and support. District Ranger and association liaison should give a report at each board meeting. (NPCA; San Gabriel Mtns IA)
 A key factor is having seed money and financing to get the association going, i.e., grants, loans, open membership. (Harper, 1983; San Gabriel Mtns. IA)

Need physical facilities, i.e. space, fixtures with which to do business. (Harper, 1983)

Association identification is important; should have logo developed right away. (Harper, 1983; Mojave River IA; San Gabriel Mtns. IA)

Agency people should anticipate needing to lead the infant association through the steps of formation. (Harper, 1983)

Start out slowly; don't be impatient. (Hawaii NHA)

If you have more than one sales outlet, communication is of utmost importance. (Hawaii NHA)

In a community where people are mostly concerned with meeting their basic needs, or most are transients, the likelihood of getting them involved with the association is not very great. (Lake Tahoe HS)

Keep by-laws simple to avoid being trapped and having to spend time and money amending them. (San Gabriel Mtns. IA; Mojave River NHA)

Even though the association is non-profit, run it like a business. (Big Santa Anita HS)

Dealing with IRS is the biggest challenge; expect papers to be returned often. Paperwork takes a tremendous amount of time. (Clear Lake State Park IA)

The bigger the association gets, more bookkeeping needed. IRS pays more attention to you. (Dillinger - CDPR)

Educate agency people about what the association is, what it will be doing, and how it benefits the agency and them. (Murfin - NPS)

Make sure association members understand that their involvement does not confer on them any special privileges. (Pine Ridge Assoc.)

SUMMARY

The establishment of a non-profit association on the Descanso Ranger District was a target for FY 84. This study addressed four elements in an attempt to become more knowledgeable about associations since the concept is one that is new to the forest. The elements were: 1) to state the District's need for an association; 2) determine the size and structure of the association; 3) study the range of activities and projects of other associations; and 4) identify potential problem areas in dealing with an association.

Summary of Procedures and Findings

NEEDS STATEMENT: It was determined that the district's need for an association primarily centers on providing publications for sale, the better utilization of volunteers, and providing equipment and supplies in support of various projects. District staff input on ideas for projects, plus demographic factors and visitor use data were analyzed.

SIZE AND STRUCTURE: Alternatives regarding the size of the association and ways it could be structured were developed based on readings and discussions with knowledgeable people. Membership can be open or closed. The three ways to structure an association are: joining an existing association; join an existing one and later form an independent association; and, initially form an independent or single-unit association.

ACTIVITIES: Associations engage in a wide variety of projects as evidenced from the annual reports, newsletters and brochures examined. Unique projects were examined for potential applicability to the district's association. Projects were identified for use as inspiration and to show how the district could benefit from an association's involvement.

POTENTIAL PROBLEM AREAS: Responses, comments, and materials were collected from approximately 75 interpretive/cooperating associations and individuals from throughout the country. Material gathered resulted in the identification of potential problem areas and advice for positive actions in preventing them. The areas identified were: range of activities, structure, board of directors, and general administration.

Conclusions

Based upon the findings and within the limitations of this study, it is concluded that:

1. the Descanso Ranger District has a need for a non-profit association. Resources exist or are available to establish one.
2. the association will best meet the district's needs by having an open membership and by forming as a single-unit organization.
3. the association should start out small and expand as membership, interest and resources develop.
4. the association's primary functions should be to sell/produce publications, to better utilize volunteers, to provide materials and supplies for various projects, and to educate the public about the Forest Service's goals and activities.
5. particular attention needs to be given in selecting board members since they are the heart of the association.
6. association members, the board of directors and agency staff need to have a thorough understanding of each other's roles, responsibilities and agency goals and programs.
7. the District will need to make time and financial commitments to assist the association in getting established.
8. the process of establishing an association could be lengthy due to paperwork requirements, finding the right board members, unanticipated delays, etc.

Discussion

In contacts with the many people and associations involved in this study, a recurrent theme was noticed. While most agreed that it takes a lot of work to get an association going, it was felt that it was well worth the effort. Benefits to the agency far outweigh the effort and problems which might develop. Personal intrinsic benefits in the form of enrichment and satisfaction to those involved, both association members and agency personnel, were also identified.

The researcher has found the conducting of this study to be extremely beneficial. It is realized that this paper only scratches the surface of all there is to know about associations. Through it many contacts have been made which will prove helpful in many ways yet to come. Knowledge gained during the study will mean a better planned association for the District than might have occurred without the study.

Since another district of the Cleveland National Forest will also be establishing an association, it should benefit from the contents of this study, as hopefully will others who are in the planning stages also.

Recommendations

1. Develop an implementation plan for establishing an association.
2. Develop training programs for both agency employees and association members which will ensure understanding of each organization's purposes and programs and how they inter-relate.
3. The 1666 manual section dealing with associations needs to be expanded and updated; it has not been updated since 1969. Guidelines based on the Volunteer Act of 1972 which allows the agency to utilize volunteers need to be integrated into this section.
4. The generic name "Interpretive Association" in use by the Forest Service should be changed to reflect the broad range of activities and programs which are being supported by Forest Service affiliated associations today. The NPS term "Cooperating Association" is more expansive and better reflects the primary purpose of these non-profit organizations: to assist, cooperate with, and support programs which further the understanding of Forest Service management and the development of NF System lands for outdoor recreation, range, timber, watershed, and wildlife purposes.
5. The policy of not allowing agency employees to become members of an association should be changed to more closely follow the policy regarding employees as National Forest volunteers. National Park Service and California State Parks and Recreation employees are allowed membership in their cooperating associations.

6. As more and more forests establish associations it would be beneficial for the regions to hold annual workshops for agency liaison people and members of the associations. This would provide continuity and direction for those involved, plus be a forum to exchange ideas and experiences. The National Park Service and California Department of Parks and Recreation both hold annual workshops for cooperating associations.
7. A directory of all associations affiliated with the Forest Service needs to be compiled. It should include at least one officer's name, the outlets it serves, plus the agency liaison person's name and address.

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Saving Dollars with a Little Help from Your Friends

A Checklist of Ideas to Consider

- 1) Encourage the Friends of Recreation and Parks to set up an employee suggestion or productivity incentive program, and offer cash awards. The nonprofit organization may be able to avoid the red tape that slows in-house development of such programs. (under consideration in San Francisco, California) ☐
- 2) Encourage the nonprofit user group to buy and agree to replace the costly and specialized equipment that benefits the nonprofit's activities. A lawn bowling team can, for example, bypass the low-bid requirements to which the public agency is subject, and buy and donate to the agency better quality mowing equipment. (Oakland, California) ☐
- 3) Award concession rights to the nonprofit corporation, allowing it to manage and staff concession operations (for example, bike rentals). Add to the agreement that all profits are agency assets, to be used for facility improvements or in support of programs within that park. (Wisconsin State Parks) ☐
- 4) Allow the nonprofit organization to take over a costly to operate facility, charging users a membership fee, renting out space to nonmembers and setting aside free community time. (Detroit, Michigan) ☐
- 5) Establish a nonprofit public information corporation which can save dollars by using nonprofit mailing rates and by selling advertising space. (Anaheim, California) ☐
- 6) Encourage the nonprofit group to hold a post workday "bash" to acquaint the community with a newly improved facility, while earning dollars to set aside as an endowment. (Knoxville, Tennessee) ☐
- 7) When recreation program expenses exceed revenues, and no efficiencies can cut losses, call on the nonprofit(s) to pull the worthwhile program out of the red. With this kind of assistance, the public agency can operate in a more business-like fashion. (Southgate Recreation and Park District, California)
- 8) Encourage the nonprofit sports leagues to host tournaments to raise funds—to be matched by the city—for improving the facilities they use. The sports leagues might also hold a "work-a-thon" for installation of the improvements. (Chandler, Arizona)

PROGRAM DEVELOPMENT

Priority Group	Interpretive element	Media Selection	Est. Cost
A-1	Experience Center Interior Displays	Audio devices, exhibits, graphics map	\$84,000
A-2	Experience Center Exterior Displays	Flatwork sign, bulletin board	9,000
A-3	Vista Ridge Picnicground Interp. Sign	Glastex sign	2,000
A-4	Meadow History Trail	Trail, cassette tape recorder, viewing decks, signs	151,500
A-5	Kwaaymii Trail	Brochure, Indian shelter	22,000
A-6	Chillwell Cabin Interp. Sign	Glastex sign	2,000
A-7	Meadow Trailhead Displays (3)	Glastex signs (6)	4,500
A-8	Riding and Hiking Trails Brochure	Brochure	4,000
A-9	Meadow Orienteering Course	Markers, pamphlet	1,500
A-10	Yerba Santa Meadow Overlook Trail	Trail wheelchair access	5,000
A-11	Filaree Flats Equestrian Display	Glastex sign	2,000
A-12	Witches Broom Trail Renovation	Brochure, posts, wheelchair access	17,000
A-13	Storm Canyon Overlook	Interp. sign, sighting device	2,750
A-14	Scenic Vista Overlook	Trail, interp. sign	7,000
A-15	Bicycle Trail Interp. Signs (3)	Interp. signs (3)	4,900
A-16	Wooded Hill Viewing Tower	Structure	106,000
B-1	Noble Canyon Trailhead Display	Interp. signs (2)	1,600
B-2	Noble Canyon Arrastra Interp. Sign	Interp. signs (Glastex)	2,000
B-3	Pioneer Mail PCT Trailhead Display	Interp. signs (2-3)	2,000
C-1	District office Reception Area	Graphic displays, counters, after-hours info board, A-V	10,000
C-2	Campground Host Brochure Racks (3)	Portable wooden racks (3)	500
C-3	El Prado Cabin	Interp. sign display	5,000
C-4	Opportunities for the Disabled Pamphlet	Pamphlet	150
C-5	Sierra Amphitheater Renovation	Replace screen & stage	13,050
C-6	Desert View Trail Renovation	Reroute trail, new brochure & signs	6,100
C-7	Pine Valley Self-Service Info Display	Self-service display facility	22,000
C-8	Wooded Hill Nature Trail Renovation	Brochure & signs	7,000
C-9	Indian Trail Obliteration	Remove all signs	250
C-10	Burnt Rancheria Campfire Center	Stage, screen & Electricity	20,050
C-11	Desert Vista Obliteration	Obliterate road	800
D-1	Kitchen Creek Auto Tour	Brochure, 2-3 signs	5,300
D-2	Sunrise-Cuyamaca Auto Tour	Brochure or cassette tapes	5,500
D-3	Pine Valley Overlook Turnout	Pave turnout, landscape, interp. sign	105,000
E-1	Laguna Penny Pines Plantation Sign	Interp. sign	2,750

Cleveland National Forest
Descanso Ranger District

VOLUNTEER PROGRAM STATUS

FY	Number Participants	Total Hours	Person Years	Dollar Value	Percent Inc./Decr.
1983	444	9,633	5.35	\$69,046	-21%
1982	522	12,173	6.76	88,000	+483%
1981	112	2,520	1.40	18,000	+25%
1980	21	2,016	1.12	12,200	-25% (compared to FY78)
1979	*				
1978	5	2,682	1.49	11,300	no previous reports to compare to

* No report figures available for 1979 at this time.

mje 11/9/83

CLEVELAND NATIONAL FOREST
DESCANSO RANGER DISTRICT

33

1984

APPENDIX D

Volunteer Training Agenda

April 14, Saturday Meeting place: Federal Building, 880 Front St., San Diego, Rm. 2-S-10

9:00 a.m.	Welcome, introductions	Jean Hawthorne, Volunteer Program Manager
9:15 a.m.	Objectives of training	
9:30 a.m.	Forest Service overview	David Wickwire, District Ranger
10:15 a.m.	Break	
10:30 a.m.	The Volunteer Program	Jean Hawthorne
11:30 a.m.	Lunch	
12:30 p.m.	Forest Service HOST Program, principles of public contact	Dick Marlow, Public Affairs Officer
1:30 p.m.	Break	
1:45 p.m.	Introduction to Interpretation	Jim Tuck, Chief of Interpretation, Cabrillo National Monument
3:30 p.m.	Wrap-up	

April 21, Sat. Meeting place: Same as April 14th

9:00 a.m.	Orientation to the Cleveland National Forest and the Descanso Ranger District	Greg Greenhoe, Resource Officer
10:30 a.m.	Break	
10:45 a.m.	How to write a Visitor Permit	Jean Hawthorne
11:30 a.m.	Lunch	
12:30 p.m.	From the Horse's Mouth - Volunteers tell it like it is	Don Eibert, Volunteer Dorcas Utter, Volunteer
1:15 p.m.	Wildlife Management on the Cleveland National Forest	Jerry Moran, Wildlife Biologist
2:15 p.m.	Break	

2:30 p.m. "The Perfect Volunteer" - Jean Hawthorne
a skit
Volunteer standards

3:30 p.m. Wrap-up, evaluations
Plan Volunteer Dinner

May 5, Sat. Meet at District Office, 2707 Alpine Blvd. in Alpine

8:30 a.m. Meet at District Office. We will arrange carpools.

Topics for the Day

Developed recreation facilities Jean Hawthorne
Hiking Trails
Popular dispersed rec. areas
Laguna Visitor Information Office

Plant communities of the forest Maribeth Kottman,
(Hike part of the meadow) Ecologist

Area history and cultural Dorothy Hall,
resources Forest Archaeologist

Law enforcement Tommy LaNier,
Regulations Special Agent
Fire safety
Emergencies
Writing incident reports
Common problems in the
Recreation Area

Plan to bring a lunch, something to drink; wear comfortable clothes and shoes. We will hike about 1/2 mile. You should also bring a sweater or light jacket as it may be chilly. You might also want to bring your camera along!

May 12th, Sat.

10:00 a.m. Meet at the Laguna Visitor Information Office. People who will be conducting interpretive activities-plan to spend several hours of on-the-job training. We will cover interpretive techniques, activity formats, etc.

Carpools can be arranged to leave from Alpine. See Jean if you are interested.

A. ORIENTATION THEMES

Following are the major kinds of orientation information to be provided in the Greater Laguna Area Interpretive Services Plan. From this information visitors will be better able to match their recreation needs and expectations with specific locations and opportunities in the Forest, and be aided in reaching those locations and opportunities.

1. General Orientation

This theme includes the most basic kinds of information people need to know to get where they want to go.

Orientation to the Greater Laguna Area will emphasize opportunities and facilities within the Recreation Area. Opportunities within the other three units as well as the rest of the District will be available, but not as detailed.

First-time visitors and most repeat visitors need a general broad overview to the geography of the District - where recreation and information sites are, creature comfort sites (restaurants, stores, restrooms, etc.), access ways, and visitor opportunities. Communication of this theme will largely be by non-personal, self-service means such as found at Garnet and Meadows Information Stations.

2. Seasonal and Specific Recreation Opportunities

Information represented by this theme moves visitors a step beyond general orientation to answer questions about specific sites and recreation opportunities designed to fill special needs. This type of information, for the most part, will be communicated through interpersonal contact and supplemented with printed handouts.

Information relating to low-impact and non-traditional activities will be especially emphasized in the Laguna Unit in visitors' uses of and in conjunction with the meadow. Activities such as orienteering, bicycling, nature photography, painting, cross-country skiing, nature observation, day hiking, and outdoor skills will be encouraged. Possibly specialty workshops conducted by experts in outdoor skills, orienteering, etc., will be held to attract and encourage their use. Cultural events such as art festivals, photo contests, or music festivals with environmental themes could be implemented to act as a springboard to informing the public of recreation opportunities available and related forest management activities.

The Kitchen Creek Unit will emphasize dispersed area recreation opportunities such as remote area camping, shooting, recreational vehicle use (on- and off-road types), and waterplay.

3. Welcome/Identity Information

This theme is more abstract than the others, and is concerned with establishing an identity for the Laguna Mountain Recreation Area as well as the district and the Forest Service. Implementation of this theme will reinforce the feeling that visitors are welcome in the forest and that the Forest Service is a good host. This information will be communicated through both personal and non-personal means.

The Forest Service symbol will appear on signs, exhibits, entry fee stations, on literature, presentations, and through personal contact with uniformed personnel. In addition, to distinguish the Laguna Mountain Recreation Area as a special place with special uses and regulations from the rest of the district, a special identifying logo will be used on LMRA entry signs, exhibits, displays, and literature where appropriate.

4. Safety/Regulatory Information

An important part of a visitor's experience, though they often may not have much interest, this theme will mostly be communicated through non-personal means, and reinforced and made more emphatic when necessary by Forest Service personnel. This theme includes general to specific information on safety, regulatory, and impact reduction topics necessary for safe visitor use of the forest resources.

Descanso Ranger DistrictNPO Project IdeasPublications

Produce and sell district maps.
Produce and sell all district recreation handouts.
Produce/contract for specific publications:
 wildflowers mining
 birds cultural history
 plants winter recreation opportunities
 Cleveland NF guide observatory guide

Equipment

Purchase A-V equipment.
Purchase supplies for interpretive programs.

Activities/Projects

Conduct interpretive programs.
Fund El Prado cabin restoration.
Visitor Center operation.
Fund displays for Visitor Center.
Operate campground concession
Produce 3-5 minute A-V programs about the district.
Give programs to local organizations (schools, clubs, etc.).
Conduct survey of existing pertinent publications for sale.
Conduct/fund research on a variety of topics--historical,
 archaeological, biological significance.
Organize trailwork, trail patrols.
Sponsor special events.
Fund the partial reconstruction of the Gray homestead.
Sponsor archaeological digs.
Fundraising--buy the meadow, new visitor center.
Apply for grants.
Sponsor beautification projects.
Maintain native plant garden showing poisonous/harmless native plants.
Build viewing decks.
Conduct visual monitoring of specific areas.
Maintain wildlife guzzlers.
Produce public service announcements to promote activities.
Purchase magazine subscriptions, books for district library.
Conduct firewood sales program in campgrounds.
Sponsor a recycling program in the campgrounds.
Fund walking center displays and trails.
Provide speakers bureau.
Sponsor education seminars.

UNITED STATES DEPARTMENT OF AGRICULTURE
FOREST SERVICEDescanso Ranger District
2707 Alpine Blvd.,
Alpine, California 920011660
December 19, 1983

Dear Cooperating Association Representative,

The Descanso Ranger District will be establishing a cooperating association this next year and we are looking at the types of projects and activities associations engage in. In addition, we are interested in receiving any advice on pitfalls/problems to be aware of when establishing such an association.

I would appreciate receiving copies of the following materials:

1. By-laws and guidelines.
2. Membership brochure w/dues information.
3. Any free brochures and handout materials.
your association produces/distributes.
4. Copies of association newsletters.
5. Any other information that might prove
helpful to a person establishing an asso-
ciation.
6. A brief summary of various projects and
activities, especially those which have been
very popular and/or successful.

I know this is a lot of information to ask for, but any help you can give me will be most appreciated.

Sincerely,

Jean M. Hawthorne

JEAN M. HAWTHORNE
Public Affairs Specialist

Responses

Association	Date	Part falls	Activities	Bylaws	Brochures
Cuyamaca Rancho SPIA	12/27	call ✓	✓	✓	✓
Anza-Borrego SPNHA	12/27	call ✓ y10	✓	✓	✓
Southwest PMA	12/29		annual report		
San Gabriel Mtns. IA	12/29		✓	✓	
*Mohave River NHA	12/22	Excellent comments	✓	-	-
Clear Lake State PIA	12/29	phone y4 ✓ call	✓	✓	✓
Lava Beds NHA	12/29	letter ✓ + call		✓	✓
Plumas-Eureka SP Assoc	12/30	call Mike Kramse	✓		✓
Pine Ridge Assoc.	12/29	letter	✓	✓	✓
Big Santa Anita Canyon	1/4	✓ phone	✓	-	-
Cabrillo Nat. Assoc.	1/4	✓ phone	annual report		
Pacific Northwest NP & Forest Assoc. Inc	1/5		annual report	✓	
Ft. Frederica Assoc.	1/5	✓ letter	✓		
Glacier NHA	1/6	✓ letter		✓	✓
Bill Dillinger	1/6	✓ call	will send annual report		
Grand Canyon NHA	1/6		✓	✓	✓
Ft. Clatsop Historical Assn.	1/6		✓	✓	✓
Forest Service - R3	1/6	✓ letter		✓	
Southwest Nat. + Cult. Heritage Assoc.	1/7	✓ phone	✓	✓	
Jim Murphy, NPS	1/9	✓ phone			
Washington N.H.A.	1/9	✓ letter	✓	✓	membership
Badlands Natural History Assoc	1/10	✓ letter	✓		✓
Lakes States Interp Assoc	1/10	✓ letter	letter	✓	✓
Es. W. Carver	1/10	✓ letter	✓ Booklet letter	agreement ✓	✓
Nat. Monument (near Badlands Nat. Park)	1/10		* Statement of Purpose	* Statement of Purpose	✓
Kennecaw Mt. Historical	1/10		?		see membership book of notebook.
Ch. 1. Round Historical	1/10				

CLEMSON PROJECT

Descanso R.D.

APPENDIX I

40

Name _____

Date _____

Title _____

Affiliation _____

Phone _____

Address _____

Association Name _____

1. WHAT IS YOUR RELATIONSHIP TO THE ASSOCIATION? WHAT CAPACITY DO YOU SERVE?

2. WHEN WAS ASSOCIATION FORMED?

3. WHAT DO YOU FEEL ARE THE GREATEST PROBLEM AREAS IN THE SMOOTH ESTABLISHMENT and/or OPERATION OF THE ASSOCIATION?

4. WHAT ADVICE DO YOU HAVE FOR SOMEONE TRYING TO ESTABLISH AN ASSOCIATION?

5. WHAT KINDS OF PROJECTS IS YOUR ASSOCIATION INVOLVED IN?

ASSOCIATIONS AND CONTACTS

The following associations and individuals listed provided information about associations in either written form or verbally. The initials in parenthesis after each association name indicate which agencies they are affiliated with (CDPR - Calif. Dept. of Parks and Recreation; BLM - Bureau of Land Management; FS - Forest Service; FWS - Fish & Wildlife Service).

Badlands Natural History Association (NPS, FWS)
Midge Johnston, Bus. Mgr./Exec. Secty.
Box 6
Interior, So. Dakota 57750
(605) 433-5361

Columbia Docent Association (CDPR)
Lee Stephenson, Pres.
P. O. Box 367
Columbia, CA 95310

Custer Battlefield Historical and Museum Association (NPS)
P. O. Box 39
Crow Agency, Montana 59022

Environmental History, Inc.(CDPR)
Bob and Mary Noyes, Directors
Linda Newberry, Program Coordinator
P. O. Box 138
Tiburon, CA 94920
(415) 435-3522

Flaming Gorge Natural History Association, Inc (FS, FWS)
Eleen T. Williams, Exec. Secty.
P. O. Box 188
Dutch John, Utah 84023

Fort Ross Interpretive Association (CDPR)
P. O. Box 2390
Sacramento, CA 95811

Fort Laramie Historical Association (NPS)
Michael C. Livingston, Chief Park Historian
Fort Laramie, WY 82212
(307) 837-2221

Gold Discovery Park Association (CDPR)
P. O. Box 265
Coloma, CA 95613
(916) 622-3470

Carver Birthplace District Association (NPS)
Judy Bartzatt, Park Technician
Diamond, Missouri 64840
(417)325-4151

Isle Royale Natural History Association (NPS)
87 North Ripley
Houghton, Michigan 49931

Kennesaw Mountain Historical Association (NPS)
P. O. Box 1167
Marietta, Georgia 30061

Northern Counties Logging Interpretive Association (CDPR)
3431 Fort Avenue
Eureka, CA 95501
(707) 443-4588, (707) 443-7952

Lake States Interpretive Association (NPS)
Gladys Cole, Bus. Mgr.
P. O. Box 672
International Falls, Minnesota 56649
(218) 283-9821

Loomis Museum Association (NPS)
Ellis Richard
P. O. Box 100
Mineral, CA 96063-0100
(916) 595-4444

Mount Diablo Interpretive Association (CDPR)
G.W. McLaughlin
P. O. Box 250
Diablo, CA 94528
(415) 837-2525

Oregon Trail Museum Association (NPS)
Box 427
Gering, Nebraska 69341

Prelado de los Tesoros de la Purisima (CDPR)
Ron Dupuy
R.F.D. 102
Lompoc, CA 93436

Sacramento State Parks Docent Council Association (CDPR)
Janelle Miller, SPRII, Exec. Secty.
111 I Street
Sacramento, CA 95814
(916)445-7373

Southwest Natural and Cultural Heritage Association (FS, FWS, BLM)
Jerold G. Widdison, Chairman, Board of Directors
P. O. Drawer E, Downtown Postal Station
Albuquerque, N.M. 87103

Shenandoah Natural History Association (NPS)
Shenandoah National Park
Luray, Virginia 22835

Torrey Pines Docent Society (CDPR)
Judy Schulman, Pres.
8148 Genesee, #19
San Diego, CA 92122
(619) 452-7683 (evenings)

Whiskeytown Natural History Association (NPS)
Vicki H. Black, Assoc Coordinator
P. O. Box 188
Whiskeytown, CA 96095

Zion Natural History Association (NPS)
Marion J. Hilkey, Secty.
Zion National Park
Springdale, Utah 84767
(801) 722-3256

Glacier Natural History Association (NPS)
Clyde M. Lockwood, Exec. Secty.
West Glacier, Montana 59936
(406) 888-5441

Tahoe Sierra State Parks Association (CDPR)
Robert Tardif, Exec. Secty.
P. O. Drawer D
Tahoma, CA 75733
(916) 525-7232

Hawaii Natural History Association (NPS)
Kathleen English, Bus. Mgr.
P. O. Box 74
Hawaii Volcano National Park
Hawaii 96718

Lake Tahoe Historical Society (FS)
Jackie Faiké, Forest Service Liaison
P. O. Box 8465
South Lake Tahoe, CA 95731

San Gabriel Mountains Interpretive Association (FS)
Dave Dyer, Exec. Secty./Treas.
P. O. Box 1216
Wrightwood, CA 92397

Anza-Borrego Desert Natural History Association (CDPR)
P. O. Box 1555
Borrego Springs, CA 92004

Big Santa Anita Canyon Historical Society (FS)
Glen Owen, President
7 North 5th Ave.
Arcadia, CA 91006
(213) 359-5511

Cabrillo History Association (NPS)
Jim Tuck, Assoc. Coordinator
Cabrillo National Monument
P. O. Box 6670
San Diego, CA 92106
(619) 293-5450

Clear Lake State Park Interpretive Association (CDPR)
Larry Reid, Chief Ranger
5300 Soda Bay Road
Kelseyville, CA 95451
(707) 279-4293

Cuyamaca Rancho State Park Interpretive Association (CDPR)
Paul Holman, Park Ranger, Exec. Secty.
12551 Highway 79
Descanso, CA 92016
(619) 579-1334

Fort Clatsop Historical Association (NPS)
Rt# 3, Box 604 FC
Astoria, Oregon 97103

Fort Frederica Association (NPS)
Phil Noblit, Park Coop. Assoc., Coord.
Route 4, Box 286 - C
St. Simons Island, Georgia

Grand Canyon Natural History Association (NPS)
P. O. Box 399
Grand Canyon, Arizona 86023
(602) 638-2411

Lava Beds Natural History Association (NPS)
Gary Hathaway, Chief Dev of Interp.
Lava Beds National Monument
Tulelake, Ca 96134

Mojave River Natural History Association (CDPR)
Susan Ross, Pres.
Star Rte, Box 7A
Hesperia, CA 92345
(619) 389-2281

James Murfin, Nat'l Coordinator for Co-op Assocs. (NPS)
National Park Service
(Visitor Services and Interpretation)
18th and C Streets, NW
Washington, D.C. 20240
(202) 523-0531

Pacific N.W. Nat'l Parks and Forest Association (NPS)
Mary Ellen Rutter, Exec. Secty.
2001 Sixth Ave., Rm 1840
Seattle, WA 98121

Pine Ridge Association (CDPR)
 Barry Breckling, Associate Director
 P. O. Box 846
 Morgan Hill, CA 95037

Plumas-Eureka State Park Association (CDPR)
 Mike Krause, Secty.
 Johnson Star Rte., 310 Johnsonville Road
 Blairsden, CA 96103

Southwest Parks and Monuments Association (NPS)
 P. O. Box 1562
 Globe, Arizona 85501

David Pratt III (FS)
 Saco Ranger District
 White Mountain National Forest
 Conway, NH 03818
 (603) 447-5448

Nord Whited (FS)
 Interpretive Services, Region 5
 USDA Forest Service
 630 Sansome St.
 San Francisco, CA 94111

Irene Magyar, Co-op Association Coordinator ((FWS)
 Division of Refuge Management
 Main Interior Bldg.
 USFWS
 Washington, D.C. 20240

Harold Harper (FS)
 Director, Developed Recreation
 Forest Service, Region 3
 517 Gold Ave., S.W.
 Albuquerque, N.M. 87102
 (505) 766-3656

National Park Cooperative Associations (NPS)
 Lester Earnest
 1770 Fort Stockton Dr.
 San Diego, CA 92103
 (619) 296-6094

Coastal Parks Assoc., Inc. (NPS, FWS)
 Point Reyes National Seashore
 Point Reyes, CA 94956
 (415) 663-1155

Bill Dillinger (CDPR)
 Coop. Assoc. Coordinator
 Calif. Dept. of Parks & Recreation
 P. O. Box 2390
 Sacramento, CA 95811

Marilyn Hartley
Association Liaison
Angeles National Forest
150 S. Los Robles, Suite 300
Pasadena, CA 91101
(213) 577-0050

Mike Milosch
Interpretive Specialist
Chilao Visitor Center
Angeles National Forest

Eastern Sierra Interpretive Assoc. (FS)
Rocky Rockwell, Treasurer-Manager
P. O. Box 447
Bishop, CA 93514

Southwest Wetlands Interpretive Assoc. (CDPR, FWS)
Eric Wier, President
P. O. Box 575
Imperial Beach, CA 92032